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ABSTRACT

Published in collaboration with the National Institute for Leadership Development (NILD), this monograph reports on a study of leading-edge community college presidents. The authors cluster the 22 competencies identified through the study into four categories. Each category is presented as a chapter which identifies and provides examples of the competencies as follows: (1) leadership fundamentals, which include high-involvement leadership, creating a shared vision, championing change, maintaining perspective, and maintaining equilibrium; (2) culture and climate, which include student-centered learning environment, community centeredness, cultural pluralism, cohesiveness, preventing crisis, empowering others, fostering creativity and innovation, and recognizing and rewarding excellence; (3) influence, which includes influencing strategically, effective communication, and effective board relations; and (4) business management, which includes maintaining high standards, managing finances proactively, professional development, strengthening infrastructure, enhancing productivity, and correcting performance problems. The monograph also includes a chapter by Carrole A. Wolin, President of NILD, on the history of NILD's work in this area, as well as its vision for the future. The document closes with remembrances of the authors, Carolyn Desjardins and Sheila Huff. Appended are: (1) An Outline of the Competencies; and (2) The Competencies in Context. (NB)

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